

**Oregon Dressage Society Board Meeting
November 4, 2011
Shilo Inn, Portland International Airport**

Present: Ed Miller, President; Rose Newman, President-Elect; Chris Main, Treasurer; Claire Evans, Secretary; Patty Armstrong; Sharm Daggett; Connie Dunham; Francy Haupt; Gaye McCabe; Kim Ransdell; Corinne Stonier; Marsha Williams

1. **Meeting Called to Order** at 6:10 pm by Ed Miller.
 - a) **Introductions:** Guests at this evening's meeting include Connie Dunham from Enterprise, OR, Vice President of the new Eagle Cap Chapter; and Kim Ransdell, Representative from the Fort Vancouver Chapter. The remainder of the Board introduced themselves.
 - b) **Approval of last meeting's minutes:** Francy Haupt moved that the minutes from the August meeting be adopted as circulated, dispensing with reading; Chris Main seconded. The motion was approved by voice vote.
 - c) **Adoption of Agenda:** Ed asked that a new item be added under item 7. New Business, for the election of new officers for the 2012 year. Francy moved that the agenda be adopted as amended; Marsha Williams seconded; the motion passed by voice vote.

2. Correspondence

None of note to report.

3. Office Manager Report -- Corinne Stonier

With the 2011 membership audit complete, Corinne stated that membership totals are essentially those that she reported at the August meeting, and those totals match the official numbers recorded by USDF. Total membership has remained level with the previous year, despite a dues increase of fully 25 percent. Corinne expressed appreciation for the several volunteers who phoned members to encourage renewal and reinforce the value that ODS provides, even with this dues increase. She furthermore urged the Board to interpret this as feedback that ODS is providing the services and programs that members want, and that ODS is being run as members desire.

A Canadian member who had paid for two years' membership had contacted Corinne, requesting that a portion of her membership be refunded; Corinne replied that she would need to present that request to the Board. Corinne could not find any policy language that memberships are non-refundable. Chris suggests that we should create such a policy, that any paid membership is non-refundable once the membership year has started. Corinne researched this particular member's request and found that she indeed used the membership and participated in at least one show last year. The Board unanimously voted by show of hands that the individual's request for reimbursement of membership be denied.

Motion: Develop a policy specifying that membership is non-refundable after the start of the membership year. The policy shall be developed and presented to the Board in February.

Francy offered this motion which Marsha seconded. The Board approved by voice vote.

Action Step: Ed will develop a policy that membership is non-refundable after the start of the membership year, for the Board's consideration at its winter meeting (February 2012).

2012 Membership Update: Corinne reported that 300 members have renewed thus far for the current membership year which began on November 1. She has experienced few credit card processing failures.

ODS Elections: Participation was smaller than in past years, with 84 voting online and 4 mailing in paper ballots (out of six requested). The online voting was transacted through the USDF web site at a cost of less than \$300, compared to more than \$800 formerly incurred to mail paper ballots.

4. Treasurer's Report -- Chris Main

Chris presented the Treasurer's Report, cautioning that he still has minor adjustments to make for this year's books, and three chapter or account reports are still outstanding. The greatest highlight is that ODS made \$11,000 net profit last year, due to two very successful educational programs (Intro to the Tests 2011 clinic in January and ODS' hosting the USDF "L" Education Program for aspiring judges). Other activities are in line with previous years' performance. Chris intends to discuss a budget with the Executive Committee before presenting the annual budget at the February Board meeting. Chris also gave notice that he will propose the outsourcing of payroll management.

a) Minutes need to reflect change of signatory authority for ODS Championship Show Checking account at Chase

Corinne noted that an obsolete name should be removed from the ODS Championship Show Checking account and assign signature rights to Helen Ferguson, Jennifer Milburn and Corinne Stonier.

Motion: Change signatory authority on the ODS Championship Show Checking account to Helen Ferguson, Jennifer Milburn and Corinne Stonier. Gaye so moved, Franci seconded the motion, and the Board passed it by voice vote.

Action Step: Corinne Stonier and Chris Main will ensure that the proper signatory change in the ODS Championship Show Checking Account is made at Chase Bank.

5. Committee Reports

None were received.

6. Old Business

a) L Program Part II -- Ed Miller

Part II of the USDF "L" Program is scheduled for 2012, Ed reported, which consists of three licensed shows for ten candidates to judge under the tutelage of faculty members. The first session will take place at DevonWood Equestrian Centre at Heart of Valley show on May 5-6, 2012, with Trena Atkins as instructor; the second session will be the Champaign Classic at Donida Farm on July 14-15, 2012 under the instruction of Axel Steiner; the third session will coincide with the ODS Championships on September 8-9, 2012 at DevonWood Equestrian Centre, with Axel Steiner and Debbie Riehl-Rodriguez as instructors. All contracts for the instructors are completed. Candidates may begin to apply as of December 3, 2011. This date was set so as not to disadvantage anyone who might be traveling to the USDF National Convention.

Selection criteria give priority consideration to those ODS members who have taken Part I of the "L" Program but could not get into Part II due to space limitations in former sessions. After those candidates have been selected, the remainder of the ten slots will be selected by lottery. Corinne said the announcement has been posted online. Ed was not aware that this was the case, so he will proceed with sending out an email to announce that ODS will now accept applications to Part II of the "L" Program.

b) Financial Review Committee - Two Motions -- Claire Evans

Claire Evans, chair of the Financial Review Committee (as created by the Strategic Plan), offered two amendments to complete the Committee's work.

ODS Managed Funds: During the Board's meeting in August, a motion concerning the management of ODS specific-purpose funds was tabled for further refinement. The motion as presented this evening, Claire explained, would amend Chapter VII of the Policy & Procedures Manual, clarifying what are legitimately ODS Funds that are under the purview of the Awards Committee. The motion suggests various criteria and directs the Awards Committee to establish and implement such criteria. Discussion ensued over the scope of the Awards Committee's authority. To clarify the amendment, the proposed motion was modified to read as follows:

Motion: The ODS Awards Committee oversees the awards, scholarships and grants programs. The Awards Committee shall review all funds to determine which are/should be ODS-managed funds, and which funds are essentially private but benefit ODS members. The Committee shall identify the characteristics of funds for which ODS holds fiduciary responsibility by taking the following action steps:

(a) Create criteria to define what establishes an ODS-controlled fund, such as: money going into the fund from an ODS event; or money donated to ODS for a specific purpose. ODS has reporting responsibility for funds donated to it and administrative responsibilities for awards made with those funds. If ODS decides who receives an award, regardless of the source of funds, then ODS must establish transparent criteria that govern the award process. Determine, for each fund: (1) where the money comes from; (2) who benefits from these funds; (3) does or should ODS control these funds?

- ❖ If derived from contributions with show fees, these are ODS funds.
- ❖ If derived from a private donation and held separate and apart from ODS-managed funds, this is not an ODS fund and should not be included in ODS reports.

(b) All awards that are made using ODS funds must be reported to the Treasurer and included in financial reports with the necessary detail to ensure fiscal management.

Claire moved that this revised amendment be considered the Committee's proposal for its amendment concerning ODS Managed Funds. Gaye seconded the motion, and the Board passed it on voice vote. The Board then turned to considering the motion as amended. Chris moved that the motion be approved; Sharm seconded, and the Board passed it on voice vote.

Ed suggested that the minutes reflect that the Board calls upon the Awards Committee to develop a proposal for inserting this provision into the Policy and Procedures Manual.

Action Step: The Awards Committee shall consider the Board-approved motion on ODS Managed Funds and prepare a proposal to the Board on an implementing policy to include in the ODS Policy and Procedures Manual for the February Meeting.

Technical and Conforming Amendments: Claire reminded the Board of the many motions that were approved at the August meeting which ensued from the Financial Review Committee's recommendations. Upon Ed's request, she prepared *en bloc* technical and conforming amendments to insert the approved language into the Policy and Procedures Manual, with minor adjustments and with proper chapter and section indications.

Discussion identified three locations where substitute language would improve the text, continuing to carry forth the intent of the Financial Review Committee. Those three areas are indicated in bold as follows (excepting the first word):

Motion: Make the following technical and conforming amendments to the Oregon Dressage Society Policies and Procedures Manual, pursuant to motions approved at the ODS Board Meeting on 27 August 2011:

Chapter II "Bylaws and Procedures," Section II "Procedures" paragraph F "Budget and Finance," insert the following after the first paragraph thereof:

The Executive Committee shall strive to create a transparent budgeting process that:

- Includes a broad array of contributors, including program planners, who are and will be responsible for carrying out the annual budget and activities
- Is structured with specific steps, timelines and deadlines for program budget proposals that are understandable to ODS members
- Conveys year-by-year comparisons of ODS annual budgets
- The results of which will be published on the ODS web site to increase transparency

Chapter III "ODS Policies," Section VII "Directors and Officers Indemnification Insurance," insert the following after the first paragraph thereof:

ODS staff shall solicit competitive bids for the liability and D&O insurance policies regularly (i.e., biannually for policies that have a two-year time horizon) and present those bids to the Executive Committee. The Executive Committee shall evaluate insurance policies regularly and vote to select the insurance carrier upon renewal dates.

Chapter II "Bylaws and Procedures," Section II "Procedures" paragraph F "Budget and Finance," insert the following after the third paragraph thereof, that is the paragraph ending in "...annual membership meeting in November:"

The Treasurer shall require that end-of-year financial reporting, both from ODS central office and from chapters, adheres to consistent practices:

- All financial activity shall conform to a standardized set of accounting categories (or codes) across all program activities.
- Show and event expenses and income must be itemized according to the standardized codes of income and expenses. Track sources of income separately. An Excel spreadsheet with the appropriate standardized categories should be used for all shows and events. Totals for income, for example, could then easily be added up while preserving an accurate picture of sources of funds.
- Sponsorships and show income shall not be combined in one line item for reporting (netted out). Advertising and sponsorships shall be tracked separately (for distinction between advertising and sponsorship income, see guidelines presented at ODS Board Meeting April 24, 2010).
- Ensure clarity in reporting sums that Chapters transfer to ODS General Fund with what ODS receives after an event.
- Quarterly financial reports that are presented during ODS Board meetings shall be part of the minutes and available to ODS members.

Chapter II "Bylaws and Procedures," Section II "Procedures" paragraph F "Budget and Finance," insert the following after the third paragraph thereof and after the preceding amendment, that is preceding the paragraph commencing in "ODS Dues:"

Through the ODS Finance Committee, ODS shall annually review sound cash management practices such as, but not limited to: recurring costs such as credit card processing fees; fees on financial services and contracts; compliance on the type of bank accounts and account services that are appropriate for ODS; and that registry of bank accounts comply with IRS regulations.

Chapter III “ODS Policies,” insert at the end thereof a new Section XIII:

XIII. Contracts: The Board shall define a policy for executing contracts on behalf of ODS.

Chapter VII, “Awards, Scholarships, Grants,” insert a new Section I as follows:

The following action steps are recommended to sustain the ODS Awards Program:

- (a) Continue monitoring of cost of awards with the goal that costs are not greater than the combined sum of member “down the centerline” fees and sponsorships. Volunteer and staff time utilized will be included in this review. Adjust income and expenses as necessary to achieve this goal.
- (b) The Awards Committee (pursuant to ODS Policies and Procedures Manual Chapter II, Section II.I.7) **shall** originate a list of possible sponsors for awards. Task appropriate members with seeking sponsorships for awards.
- (c) The Awards Committee or its designee shall report the status of the awards program of the preceding year at the ODS winter meeting.

Chapter II “Bylaws and Procedures,” Section II “Procedures” paragraph F “Budget and Finance,” insert the following after the first paragraph of the section titled “ODS Dues” ending in “...upon renewal date:”

As part of the annual budgeting exercise, the Financial Committee (consisting of the ODS Treasurer, Office Manager, President-Elect and another person selected by the Board, according to the ODS Policies and Procedures Manual Chapter II, Section II, paragraph I.6) shall review ODS membership dues levels each spring and recommend any change, taking into consideration the following:

- USDF affiliate dues
- subscription costs to Flying Changes
- costs of overhead operations
- funds from programs, shows and other events

Such analysis in the spring permits the gathering of needed financial information so that the Board could initially consider a proposal at the spring Board Meeting (pursuant to ODS Policies & Procedures Manual, Chapter II.F), vote on it at its subsequent meeting in August, at which a majority of two-thirds is required for passage, and allow for implementation at the end of the ODS fiscal year.

Chapter VII, “Awards, Scholarships, Grants,” insert a new Section II entitled “Dedicated Funds” as follows:

II. Dedicated Funds

Special Purpose Funds: Any fund established for a specific purpose shall have, as part of its originating documentation and authorization, a statement of purpose, a defined mechanism for funding stability, fund raising strategy, transparent operational guidelines, and clear methodology for the award of funds.

Fund Management: The ODS Board shall appoint fund managers who shall develop online and printed materials that identify the fund and give it an image. Fund raising materials shall be developed to communicate the fund’s purpose, scope of support, opportunities for donors, and explanation of how awards are made. In marketing the fund, managers shall consider offering multiple options for donors to support ODS special purpose funds. For example, at a certain level of donation, an award would carry the donor’s name or an honoraria would be created in recognition of

support at a given level. Opportunities for pledged giving, an important means of non-profit support, shall be coordinated with membership renewal efforts. Software packages exist that could facilitate tracking of pledged gifts and follow-up.

Chapter II "Bylaws and Procedures," Section II "Procedures" paragraph F "Budget and Finance," insert the following before the first paragraph of the section titled "ODS Dues:"

The ODS Board affirms that the ODS General Fund should be the over-arching parent account under which all program and show accounts fall. This **provision** does not address chapter accounts, only ODS central office funds and ODS-wide show and program accounts. Under the General Fund, sub-accounts would be created for each show, program and event (i.e. ODS Championship Show, Youth Program, High School, etc. would each be a sub-account of the ODS General Fund). Specific-purpose accounts, such as the Linda Acheson Education Fund and scholarship accounts, will be separate accounts.

Organizers of ODS recurring events (such as shows and annual events) shall submit budgets to the Board, with expense and income categories that are consistent with the account codes used for ODS General Fund tracking and reporting. At the conclusion of such events, organizers will submit a report to the Treasurer. If a surplus of funds exists as a result of the event, the Executive Committee shall determine, whether and what amount, if any, shall be transferred into the ODS General Fund to make other ODS programs possible. The post-event reporting requirement is intended to improve the transparency of ODS finances. Sample templates for event budgeting can be obtained from the ODS **Office Manager**.

Claire moved that the preceding motion *en bloc*, with the three highlighted modifications, be passed. Chris seconded, and the motion passed by voice vote.

With that action, the work of the Financial Review Committee has been completed, Claire announced gratefully. Ed asked that the minutes reflect the Board's appreciation for the Committee's work during the past two years. Gaye underscored that the Board would like to recognize those members by name: Claire Evans, Chair; Chris Main; Dolores Morgan; and Rose Newman.

Action Step: Ed will insert these amendments that implement the Financial Review Committee's recommendations in the Policy and Procedures Manual.

c) **Document Change Control -- Chris Main**

Having carefully condensed the options for a document change tracking system from many pages of notes, Chris concluded that certain types of ODS documents need to be restricted, and their modification needs to be tracked, so that changes can be reviewed in an orderly way. He recommends a policy that specifies which types of documents should be subject to this change control. A case for change in these types of documents -- such as bylaws and policies -- should be brought before the Board, requested by the Board and approved by the Board.

As to process, electronic tracking is most efficient, can reconstruct changes with comments, record a description of changes made, incorporate sign-off on changes made correctly, and approved. A number of free applications are available that can do this. The idea is that when documents are subject to this change control practice, such as a change in an ODS policy document, changes are tracked -- along with a trail that records who, when and why changes are made -- and reflect the history of that policy's development.

Currently Chris views that only two document types fall under this procedure: the ODS Policy and Procedures Manual and the ODS Bylaws.

Ed said some office documents might not fall under these strict criteria, but tracking procedures would be helpful for them as well, although perhaps the procedure could be less rigorous. It would be preferable to have a single policy that addresses all types of document change control; the same procedure should track document changes, although different document types would be subject to different approval processes. Ed underscored the need to be able to track changes.

Chris noted questions surrounding implementation. Ed said the degree of rigor and sign-off should be distinguished; not all need to go to the Board. Chris countered that there still needs to be some procedure to approve the change of any official document, but not necessarily by Board action. Housekeeping (minor editorial corrections) even need some tracking, but the procedure could be simpler. Ed cited the difficulty of incurring the "trickle down effect:" whenever a change is made in a document, the person proposing/implementing that change must be sure it gets reflected in all ODS publications, including manuals, the web site, etc. The software under consideration can facilitate this, Chris responded.

Storage of the text must be considered as well as format. Chris believes that documents used in these applications should be formatted as text, so that modification would be limited. If stored in plain text, it would need to be reformatted to be displayed on the web site, for example. Finally, the public level of these documents must be considered. Should only the current version be visible, or the entire history of those documents? Ed opined that only the current version should be publicly viewable, and the remainder of the Board gave its consent. For example, with the Technical and Conforming Amendments that were just passed, who will carry this out and change the Policy and Procedures Manual? Ed claimed responsibility, but Chris noted that in the future, it would be important to keep it as simple and clear as possible.

Action Step: Chris will give a presentation on a viable document change control policy at the February 2012 Board meeting, incorporating the feedback from this discussion.

7) New Business

a) Election of New Officers

Ed asked for nominations for ODS officers for the 2012 year. Marsha suggested starting at the top with the office of President.

President: Marsha nominated Rose Newman for President; Patty Armstrong seconded. The Board accepted the nomination of Rose Newman for President by voice vote.

President-Elect: Rose nominated Gaye McCabe for President-Elect; Franci seconded. The Board accepted the nomination of Gaye McCabe for President-Elect by voice vote.

Secretary: Marsha nominated Claire Evans for Secretary; Gaye seconded. The Board accepted the nomination of Claire Evans for Secretary by voice vote.

Treasurer: Not being a Director or Regional Representative, current Treasurer Chris Main cannot be nominated by the same procedure. In accordance with the ODS Bylaws Article V Section 3, an ODS member in good standing with the appropriate skills and qualifications for the offices of Secretary and Treasurer may be nominated by a member of the Board. Having received no other nominations for Treasurer and finding Chris to possess the appropriate qualification, Ed appointed Christopher Main as Treasurer.

Discussion of when the incoming officers would take their seats followed: tomorrow at the annual membership meeting or in January, after the first of the year? Corinne read from the bylaws that officers shall be selected at the annual membership meeting in November, so the selection of officers must be repeated tomorrow. This is part of ODS' aspiration for transparency, Corinne recalled. Marsha said that she will report from the Nominating Committee on these officer nominations for Board vote tomorrow.

This exchange brought forth a general feeling that this question should be clarified in the Policy and Procedures Manual, which Ed said he is prepared to do. Referring to the Manual, Corinne read the

provision of Chapter II, Section I, paragraph 4, "Nominating Committee for ODS Officers," which outlines the Nominating Committee's responsibility to canvass the Board members in spring to gauge their interest in standing for an ODS office position. Marsha admitted that this has been handled casually in the past. Ed verified that each officer serves a term of one year and asked for a motion to clarify the policy content.

Motion: Amend the Policies and Procedures Manual to clarify when the newly elected officers assume their positions, at the conclusion of the annual general membership meeting or at such point to ensure continuity. For the purposes of this rule, if the fall Board meeting precedes the annual general membership meeting, the newly elected officers shall fulfill their positions at the annual general membership meeting.

Francy so moved, and Claire seconded. The Board passed the motion by voice vote.

Action Step: Ed will prepare the appropriate change to the Policy and Procedures Manual to reflect the Board's decision on when newly elected officers assume their positions.

b) **Marketing -- Marsha Williams**

Much confusion has swirled around the marketing initiative in the ODS Strategic Plan, Marsha lamented. That confusion in part hovers around different understandings about what marketing is, what is expected to fulfill the goals of the Strategic Plan, who is on the marketing committee, and various other questions. Donna Thayer (facilitator of the strategic planning process), Ed and Marsha convened in Bend earlier this year to revisit how the marketing element of the Strategic Plan evolved; all three admitted that the marketing element is unclear.

After much reflection, Marsha contacted Audrey Staton, DVM, an ODS member with marketing expertise, and discussed this predicament with her by phone. In looking at the goals in the Strategic Plan, Audrey advised that the marketing piece constitutes an aggressive idea which is probably not realistically attainable within the specified time frame. Although the Strategic Plan is meant to be flexible, the aggressive goals set forth for marketing were perhaps too optimistic in the current economic climate.

As Audrey counseled Marsha, you can't write a Marketing Plan until know who is your customer and what they want. Her advice to Marsha was to conduct market research and get specific information about what ODS customers want to buy. Our customers are ODS members, potential sponsors, and other equestrians. Audrey contributed some good ideas about how to do a marketing survey and suggested focusing on three market research priorities: getting more members, more sponsors and a better understanding of dressage throughout the equine community. After a survey of members, interviewing and research gathering, then we can write a marketing plan with a more complete data set. Therefore, Marsha proposed that the Board start over with the marketing aspect of the Strategic Plan.

Secondly, given her lack of expertise in marketing, Marsha admits that she is not the person to lead this initiative. She would happily turn this project over to another individual with marketing experience.

Ed remarked that at the preceding Board meeting, Patty had prepared an extensive membership marketing proposal that Corinne presented. Patty echoed Marsha's sentiments; she has the impression that our "wheels have been spinning and throwing out mud" on this initiative. Ed conceded that we might need to step back and reexamine this element of the Strategic Plan. Several comments exemplified that confusion reigns over who is responsible to move forward on the marketing initiative, and in what form. Corinne reminded the Board that after discussing Patty's work in August, comments were due to Patty by Sept 17, and only one was received. Corinne felt the plan she and Patty developed was sufficient to move forward with, and as holidays approach, this is not the best time to launch another survey.

Based on Audrey's counsel, Marsha believed that groups would emerge from a survey that elicits more information from members. Corinne urged that we need one goal for marketing and should stick to it. The proposal from Patty and Corinne was a marketing plan, she asserted, and called for such steps as

developing membership benefits like member decals and costing them out. Corinne noted that ODS has realized some savings on not renting booth space, so funds are available for member decals, which was a popular idea. Chris said that is output, not a membership marketing plan.

Consensus emerged that a membership growth plan is the priority to drive in the marketing plan for the coming year. But what are the concrete action steps that should be taken? Does the document that Corinne distributed at the August meeting constitute a plan of action? Ed emphasized that the Strategic Plan called for action steps to be in place at the beginning of the next (2012) membership year. Corinne reminded the Board that the minutes of the August meeting cited the need for an outreach person to connect with other equine organizations. Ed redirected the discussion to focus on a workable action item. Since we have talked about developing a membership plan for this year Ed favored proceeding with that, while at the same time proceeding with a more global picture for a survey and a fuller, more comprehensive marketing plan as originally envisioned in the strategic planning process. Patty said nothing seems to have been done during the past year, due to general uncertainty about the project's aim and scope. Ed agreed that we need to break down the marketing initiative into smaller chunks.

Action Steps:

The Board agreed to the following steps:

1. **Membership Plan:** This is a short-term plan, currently embodied in the proposal that Corinne presented on behalf of herself and Patty at the August 2011 Board meeting. Corinne and Patty will take the lead on this.
2. **Membership Survey and Plan:** Marsha shall work with Audrey Staton, DVM, Patty Armstrong, Debra Ringold and others as resources and consultants to re-develop a membership survey with specific expectations, goals, action steps and time lines that define how ODS will inform itself to develop a fuller membership survey and plan. Criteria should be developed by early spring. Marsha will take the lead on this.

c) Region 6 Mini-Convention – Corinne Stonier

This year's Region 6 Mini-Convention will be held November 19 in Bellevue, WA, hosted by the Equestrian Institute. Formerly ODS paid for Executive Board members and representatives to the National Convention to attend this one-day preparatory briefing for the Convention. Corinne asked for delegates to let her know this week whether they would be able to attend this one-day event. She suggested that ODS should budget for convention representatives to attend this mini-convention in the future.

Action Step: ODS delegates to the USDF National Convention shall inform Corinne by Friday, November 11, whether they will attend the Region 6 Mini-Convention on November 19.

Action Step: The Treasurer shall take note of the proposal to budget for travel stipends so that ODS representatives to the National Convention may attend the one-day Region 6 Mini-Convention.

d) 2012 Annual Meeting/Banquet – Claire Evans

During the course of volunteer work for the Fall Festival, Claire received member comments about the annual meeting and banquet. Some members expressed a preference for the annual banquet to be held in conjunction with the ODS Championship Show, others felt that the Fall Festival was too big and expensive. Numbers don't pencil out in reality, though: attendance is far greater when the annual awards banquet is during the Fall Festival (as in 2010 and 2011). Claire emphasized that she was merely reporting an anecdotal membership survey as requested. One idea was to put a chapter in charge of the annual meeting and banquet, rotating this responsibility year-to-year, as the Oregon Hunter/Jumper Association does.

Corinne appealed for a mandatory banquet committee as an essential component of planning for the annual membership meeting. This is too much to expect one volunteer to take on, including the awards presentations and annual membership meeting.

8) Next Meetings

- a) February 4/5, 2012 -- Silverton, OR "Silver Falls Conference Center" Sat. Noon - Sunday Noon
- b) May 12, 2012 -- Springfield/Eugene area, Location TBD; 10 am - 2 pm
- c) August 18, 2012 -- Springfield/Eugene area, Location TBD; 10 am - 2 pm
- d) November 10, 2012 -- Location and times TBA Newberg/Sherwood/Tualatin/Wilsonville Area, held in conjunction with USDF Adult Clinic (Lilo Fore) and Annual Awards Banquet/Auction

9) Adjournment

At 8:38 pm, Claire moved that the meeting be adjourned. Gaye seconded, and the Board approved by voice vote.

Respectfully submitted,



Claire Fronville Evans
Secretary

November 14, 2011

**Oregon Dressage Society Board Meeting
November 4, 2011
Shilo Inn, Portland International Airport**

Action Steps

1. **Membership Refunds:** Ed Miller will develop a policy that membership is non-refundable after the start of the membership year, for the Board's consideration at its winter meeting (February 2012).
2. **Change of Signatory Authority on ODS Championship Show Account:** Corinne Stonier and Chris Main will ensure that the proper signatory change in the ODS Championship Show Checking Account is made at Chase Bank.
3. **Awards Committee:** The Awards Committee shall consider the Board-approved motion on ODS Managed Funds and prepare a proposal to the Board on an implementing policy to include in the ODS Policy and Procedures Manual for the February Meeting.
4. **ODS Policy and Procedures Manual:** Ed Miller will insert the *en bloc* amendments that implement the Financial Review Committee's recommendations in the Policy and Procedures Manual. He shall also prepare the appropriate change to the Policy and Procedures Manual to reflect the Board's decision on when newly elected officers assume their positions.
5. **Document Change Control:** Chris Main will give a presentation on a viable document change control policy at the February 2012 Board meeting, incorporating the feedback from the Board's discussion at its November meeting.
6. **Strategic Plan Marketing Initiative:**
 - a) **Membership Plan:** This is a short-term plan, currently embodied in the proposal that Corinne presented on behalf of herself and Patty at the August 2011 Board meeting. Corinne and Patty will take the lead on this.
 - b) **Membership Survey and Plan:** Marsha shall work with Audrey Staton, Patty Armstrong, Debra Ringold and others as resources and consultants to re-develop a membership survey with specific expectations, goals, action steps and time lines that define how ODS will inform itself to develop a fuller membership survey and plan. Criteria should be developed by early spring. Marsha will take the lead on this.
7. **Region 6 Mini-Convention (1):** ODS delegates to the USDF National Convention shall inform Corinne by Friday, November 11, whether they will attend the Region 6 Mini-Convention on November 19.
8. **Region 6 Mini-Convention (2):** The Treasurer shall take note of the proposal to budget for travel stipends so that ODS representatives to the National Convention may attend the one-day Region 6 Mini-Convention.